



Delaware Department of Correction (DOC)

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FY22 EEO/AA Report and FY23 Action Plan

Fiscal Year 2022



STATE OF DELAWARE  
DEPARTMENT OF CORRECTION  
Human Resources  
245 MCKEE ROAD  
DOVER, DELAWARE 19904

**MEMORANDUM**

TO: Claire DeMatteis  
Cabinet Secretary, Department of Human Resources

FROM: Monroe B. Hudson Jr.  
Commissioner

SUBJECT: Delaware Department of Correction  
FY22 Equal Opportunity Employment/Affirmative Action Report  
and FY 23 Action Plan

DATE: December 6, 2022

Attached is a copy of the Delaware Department of Correction's FY22 Equal Employment Opportunity/Affirmative Action Report and FY23 Action Plan submitted in accordance with *Executive Order No. 30, Delaware's Continuing Commitment to a Respectful Workplace*.

If you have any questions, please feel free to contact me at (302) 857-5242 or [Monroeb.Hudson@delaware.gov](mailto:Monroeb.Hudson@delaware.gov).

Thank you.

Monroe B. Hudson Jr.


Enclosures

Delaware Department of Correction  
245 ~~Mckee~~ Road, Dover DE 19904

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**STATE OF DELAWARE**  
**DEPARTMENT OF CORRECTION (DOC)**  
**FY 2022/FY 2023 EEO REPORT AND ACTION PLAN**



RESPECTFUL WORKPLACE AND ANTI DISCRIMINATION POLICY <sup>1</sup> Statewide	
DHR-Policy #: To be assigned.	Authority: 29 Del. C. Chapter 90D (as applicable); 19 Del. C. Chapters 711, 712, 716, 717 and 720 (as applicable); Merit Rule 2.1; Executive Order #30
Effective Date: July 25, 2022.	Supersedes: June 24, 2019 Respectful Workplace and Anti-Discrimination Policy; June 2017 Policy on Anti-Discrimination, Workplace Harassment and Retaliation P17-001; Dec. 18, 2002 - Revised Oct. 2005 Policy on Sexual Harassment Prevention
Application: Executive Branch Agencies	Signature: 

**1. Policy Purpose Statement**

The State of Delaware (State) strives to create and maintain a work environment where people are treated with dignity, decency, and respect. The accomplishment of this goal is essential to the mission of the State. The work environment of the State is characterized by mutual trust and the absence of intimidation, oppression, and exploitation. Employees must work and learn in a safe, respectful, and stimulating atmosphere. For that reason, the State will not tolerate unlawful discrimination or harassment of any kind. Managers and supervisors are responsible for fostering a workplace environment free of discrimination and harassment. Through enforcement of this policy and education of employees, the State seeks to prevent, correct, and discipline behavior that violates this policy.

All employees are covered by and are expected to comply with this policy and to take appropriate measures to assure that prohibited conduct does not occur. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

**2. Scope**

This policy applies to all employees, and for this policy includes unpaid interns, joint employees, and apprentices, and includes workplace conduct by individuals such as outside vendors, contractors, consultants, customers, or constituents.

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, including business trips, business meetings, and business-related social events.

<sup>1</sup> This resource is adapted and reprinted with permission from [SHRM.org](https://shrm.org) © 2018. All rights reserved.

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The terms of this policy supersede any Statewide or related Executive Branch Agency policy and procedure.

**3. Definitions and Acronyms**

- **Complainant** - An individual who makes a complaint and begins the complaint process.
- **Discrimination** - Unlawful discrimination is the unjust or prejudicial treatment of individuals, based on their membership in a protected class.
- **Equal Employment Opportunity (EEO) Officer** - A Department of Human Resources (DHR) employee designated to manage EEO responsibilities at an agency.
- **Harassment** - Unwelcome conduct that is based on an individual's [protected class](#). Harassment becomes unlawful when: 1) enduring the offensive conduct becomes a condition of continued employment; or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. The behavior need not be intentional in order to be considered harassment.
- **Investigation Findings** - Complaint investigations will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. Substantiated means that the research and/or evidence through corroboration verifies the allegation. Partially substantiated means that the research and/or evidence through corroboration verifies some but not all the allegations asserted in the complaint. Unsubstantiated means that research and/or evidence failed to find sufficient evidence to support or verify the Complainant's claim.
- **Investigator** - A DHR employee or other designee assigned to begin an inquiry to determine whether there is a reasonable basis for moving forward with an investigation of the alleged violation of this policy and if so, to conduct an investigation.
- **Protected Class** - Protected classes under this policy are a person's race, protective hairstyle, color, national origin, gender, age, sex, creed, pregnancy, marital status, family responsibilities, sexual orientation, gender identity or expression, veteran's status, religion, genetic information, disability, status as a victim of domestic violence, sexual assault and/or stalking, or any other category protected by applicable State and/or federal laws.
- **Respondent** - The party against whom a complaint is made, and who is responsible for providing a response to the complaint under this policy.
- **Retaliation** - An act of reprisal, interference, restraint, penalty, discrimination, intimidation, or harassment against any individual(s) taken because that individual(s) has exercised rights under this policy, or State, or federal anti-discrimination laws, and that would reasonably discourage the individual from making a complaint.

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- **Sexual Harassment** - Conduct defined in 19 Del. C. § 711A(c) which includes when an employee is subjected to unwelcome sexual advances, requests for favors, and/or other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made explicitly or implicitly a term or condition of employee's employment; 2) submission to or rejection of such conduct is used as the basis for employment decisions affecting an employee; or 3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment.

**4. Policy**

The State promotes a safe and respectful work environment in compliance with all applicable State and federal anti-discrimination and anti-harassment laws and regulations and enforces this policy in accordance with the following standards:

**a. Discrimination**

It is a violation of this policy to discriminate in the provision of employment opportunities, benefits, or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment if the basis of that discriminatory treatment is, in whole or in part, the person's protected class.

**b. Harassment**

The State prohibits harassment of any kind and will take prompt and effective action in response to alleged violations of this policy. Unlawful harassment is when enduring the offensive conduct becomes a condition of continued employment or the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. This conduct may result in a **hostile work environment**. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees or third parties, including constituents and customers.

The following illustrations of harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal harassment** includes offensive or unwelcome comments regarding a person's membership in a protected class, including jokes, slurs, and negative stereotyping.
- **Nonverbal harassment** includes distribution, display, or discussion of any written or graphic material that ridicules, denigrates, insults, belittles, or shows hostility, aversion, or disrespect toward an individual or group because of membership in a protected class, including inappropriate staring, touching, hand gestures, posters, cartoons, and other nonverbal conduct.

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**c. Sexual Harassment**

The State prohibits sexual harassment and will take prompt and effective action in response to alleged violations of this policy.

Sexual harassment occurs when unsolicited and unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature:

- is made explicitly or implicitly a term or condition of employment;
- is used as a basis for an employment decision; and/or
- unreasonably interferes with an employee's work performance or creates an intimidating, hostile or otherwise offensive environment.

Types of sexual harassment:

- **"Quid pro quo" harassment**, where submission to harassment is used as the basis for employment decisions. This can be providing employee benefits such as raises, promotions and/or better working hours directly linked to compliance with sexual advances. Examples: A supervisor promising an employee a raise if s/he goes on a date with her/him; a manager telling an employee s/he will fire her/him if s/he does not have sex with her/him.
- **"Hostile work environment,"** where the harassing conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile or offensive. A hostile work environment can be created by anyone in the work environment, whether it be supervisors, other employees, or third parties, including constituents and customers. Hostile work environment harassment may include comments of a sexual nature, unwelcome sexual materials, or unwelcome physical contact as a regular part of the work environment. Texts, e-mails, cartoons, or posters of a sexual nature; vulgar or lewd comments or jokes; or unwanted touching or fondling all fall into this category.

Sexual harassment may take different forms. The following illustrations of sexual harassment are intended to be examples and are not exhaustive when determining whether there has been a violation of this policy:

- **Verbal sexual harassment** includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks, and threats; requests for any type of sexual favor (this includes repeated, unwelcome requests for dates); and verbal abuse or "kidding" that is oriented toward a prohibited form of harassment, including that which is sexual in nature and unwelcome.

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- **Nonverbal sexual harassment** includes the distribution, display, or discussion of any written or graphic material, including calendars, posters, and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex; suggestive or insulting sounds; leering; staring; whistling; obscene gestures; content in letters and notes, facsimiles, e-mail, photos, text messages, tweets, and internet postings; or other forms of communication that is sexual in nature and offensive.
- **Physical sexual harassment** includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and assault.

**d. Retaliation**

The State prohibits retaliation and will take prompt and effective action in response to alleged violations of this policy. No tangible hardship, loss, or penalty may be imposed on an employee in response to:

- Filing or responding to a complaint of discrimination or harassment;
- Appearing as a witness in the investigation of a complaint; or
- Serving as an investigator of a complaint.

**e. Violation**

Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include, but not be limited to, written reprimand, suspension, or termination of employment.

**f. EEO Officer**

DHR shall designate an employee to serve as the Agency's [EEO Officer](#).

**5. Complaint Procedures**

An employee may obtain information from their Supervisor, their Agency's Human Resources (HR) representative, Agency EEO officer, or the Labor Relations & Employment Practices (LREP) section representative at DHR about the filing of a discrimination or harassment complaint.

**a. Complaint Process**

The State will treat courteously any person who invokes this complaint procedure, and the State will handle all complaints swiftly and as confidentially as possible considering the need

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to conduct a fair and thorough investigation. Filing a complaint in good faith will not be used against the employee or have an adverse impact on their employment status. An employee who is the recipient of unwelcome conduct should attempt to communicate to the offender their objection to the conduct whenever possible. If the employee is not comfortable addressing the conduct with the offender or if that has occurred and the conduct continues, an aggrieved employee is encouraged to report incidents of alleged harassment as soon as possible. Complaints are to be submitted individually by the employee alleging harassment or discrimination.<sup>2</sup> The process in this **Respectful Workplace Anti-Discrimination Policy** shall not serve as an appeal following the disposition of an administrative decision (grievances pursuant to Merit Rules or a Collective Bargaining Agreement (CBA), discrimination charges filed at the Delaware Department of Labor (DDOL), or Equal Employment Opportunity Commission (EEOC)). Filing a false or malicious complaint is an abuse of this policy and will be treated as a violation.

**b. Confidentiality and Employee Assistance Program**

During the complaint process, the confidentiality of the information received, the privacy of the individuals involved, and the wishes of the Complainant will be protected to as great a degree as possible. The expressed wishes of the Complainant for confidentiality will be considered in the context of the State's legal obligation to act on allegations of discrimination, harassment, or retaliation, and the obligation to conduct a fair and thorough investigation. During the investigation and afterward, all parties, including witnesses when applicable, will be required to maintain strict confidentiality. In addition, any notes or documents written by or received by the person(s) conducting the investigation will be kept confidential.

The Employee Assistance Program (EAP) provides confidential counseling services to State employees enrolled in one of the State's health plans. Individuals wishing to discuss an incident confidentially or seeking information and/or advice of a personal nature are encouraged to contact the EAP. The role of the EAP in such cases will be limited to personal counseling and treatment for the person who is then an EAP client. Contacting the EAP will not qualify as notification to the State of a potential harassment or discrimination issue.

**c. Complaint Procedure**

The State has established the following procedure for filing a complaint of harassment, sexual harassment, discrimination, or retaliation (based on protected class). The State will treat all aspects of the procedure confidentially to the extent reasonably possible. Prompt reporting of complaints is encouraged, so that prompt response and appropriate action may be taken. If a supervisor or manager becomes aware of allegations of harassment or discrimination, from personal observation, as a result of a Complainant or another individual coming forward, the supervisor or manager shall discuss the concern or incident with the

<sup>2</sup> This policy does not contain provisions for group complaints.



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employee and attempt to resolve the matter in consultation with Agency Labor Relations (LR) or HR representative.

- 1) An employee (Complainant) who believes they have been harassed, discriminated, or retaliated against may initiate the complaint process by filing a complaint in writing with any of the following:
  - Supervisor
  - Manager
  - Agency's Equal Employment Opportunity Officer
  - Agency's LR or HR representative
  - Labor Relations & Employment Practices section representative of the Department of Human Resources.

For this complaint procedure, the employee alleging workplace harassment, discrimination or retaliation is not required to file a complaint with the alleged offender.

- 2) Complainants making verbal complaints will be required to complete the Respectful Workplace and Anti-Discrimination Complaint Form (Complaint Form). To proceed with an inquiry into the complaint, the Complainant must submit a written and signed Complaint Form containing sufficient details to investigate whether a violation of this policy may have occurred. The Complainant may obtain the Complaint Form online or from their Agency LR or HR representative.
- 3) If a supervisor or manager becomes aware of allegations of harassment or discrimination, either from personal observation or as a result of a Complainant or other individual coming forward and attempts at resolving the matter with the employee are not successful, the supervisor or manager shall provide the employee with this policy and complaint form and also report allegation(s) in writing to their Agency's LR or HR representative as soon as reasonably possible.
- 4) Upon receiving a Complainant's written complaint or being advised by a supervisor or manager of an alleged violation of this policy, and no later than five (5) business days, their Agency's DHR representative must notify in writing the LREP section of DHR of the complaint and must consider any measures for the protection of the Complainant or alleged victim (i.e., transferring work location of the subject of the complaint, contacting law enforcement, etc.). If the complaint is received by LREP, they shall notify the DHR representative assigned to the Complainant's agency within five (5) business days.
- 5) Within five (5) business days of receiving the written complaint from a Complainant, LREP will review and act upon the complaint. If multiple process requests (complaints or grievances) are filed on the same issue, LREP may consolidate the submissions to address the issue more effectively and efficiently. An employee or other party will be assigned as an Investigator (hereinafter "Investigator") to begin an inquiry to determine

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whether there is a reasonable basis for moving forward with an investigation of the alleged violation under this policy and, if so, to conduct the investigation. There may be circumstances when a complaint may be investigated under the [Standards of Conduct Policy](#). With harassment complaints involving an outside vendor, consultant, or similar independent contractor, the Investigator will notify the outside vendor, consultant, or similar independent contractor of the complaint, and the matter will be addressed jointly with the outside entity's employer. Harassment complaints involving a customer will be handled with the customer directly on a case-by-case basis.

- 6) During the investigation, the Investigator will interview the Complainant, the Respondent, and any witnesses; review relevant documents and other media; conduct other investigative actions to determine whether the alleged conduct occurred. Interviews may only be recorded with prior written consent of both the Investigator and the individual being interviewed or their representative. If either party refuses the recording, no participants will be allowed to record the interview or subsequent proceedings. The investigation will adhere to any relevant statute, Merit Rule, or CBA term.
- 7) If a harassment complaint involves an employee who has been charged with criminal misconduct, DHR is to conduct an investigation to determine whether the employee's conduct violated this or other State policy. The Investigator shall work with the Deputy Attorney General (DAG) assigned to the criminal complaint upon the initiation and throughout the progress of the administrative investigation. As the Investigator takes measures to coordinate with the DAG, it may cause the investigation to exceed the time limits imposed on such complaints.
- 8) State employees shall cooperate fully with any investigation covered under this policy. Failure to cooperate with investigations may result in disciplinary action.
- 9) As soon as reasonably possible but no longer than ninety (90) business days of receiving a complaint, the Investigator will conclude the investigation. The Investigator prepares a full written report (Report) that consists of their findings, conclusion, and recommendations. Based on the findings and criteria in this policy, the complaint investigation will result in one of the following conclusions: substantiated, partially substantiated, or unsubstantiated. If it is determined that a violation of this policy has occurred, the Investigator will work collaboratively with the Agency management representative to determine appropriate corrective action. Corrective action may include, but is not limited to, mandatory referral to EAP, additional training, and disciplinary action up to and including termination. If additional time is needed to complete the investigation, the Complainant and Respondent will be notified.
- 10) The designated Agency management representative shall review the report within five (5) business days and return to the Investigator who will then share the Report with the DHR Secretary or designee (LREP) for review and finalization.

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- 11) If the investigation is unsubstantiated, or partially substantiated, or if it is determined that there has been no violation of this policy, the DHR representative or designated Agency management representative may still recommend action (e.g., additional training, voluntary EAP referral, etc.).
- 12) Within five (5) business days of the determination, the Investigator will meet with the Complainant and the Respondent separately and notify each of the investigative conclusion (whether it was substantiated, partially substantiated, or unsubstantiated).
- 13) Any corrective action is to be administered within thirty (30) business days of the latter of these meetings by the Respondent's supervisor/manager. If additional time is needed, the Complainant and Respondent will be notified.
- 14) Any disciplinary action(s) shall be processed in accordance with Merit Rules, relevant statutes, and/or CBAs, where applicable.
- 15) Filing a harassment complaint according to this policy will not extend the time frames prescribed by statute by which an employee may file a formal complaint through the Merit Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a Collective Bargaining Agreement (CBA), if applicable, or any court or regulatory body.

**6. Exclusions or Exceptions**

- a. The Legislative and Judicial Branches and Offices of Elected Officials are excluded but are encouraged to adopt this policy.
- b. If a complaint is filed against an employee in a law enforcement position whose classification is covered by the Law Enforcement Officers' Bill of Rights (LEOBR), agencies are to follow LEOBR investigative and other procedures, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- c. The Delaware Department of Correction maintains a separate investigative process conducted by ranking Correctional Officers at facilities, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- d. The Delaware Department of Safety and Homeland Security, Division of State Police maintains an investigative process conducted by the Office of Professional Regulation for employees in the Division of State Police, and Section 5.c. Complaint Procedure numbers 1) through 12) shall not apply.
- e. The State is not required to provide training under this subsection to applicants, independent contractors, or employees employed less than 6 months continuously.

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**7. Dissemination and Training**

**a. Dissemination**

- 1) This policy shall be disseminated to all employees with acknowledgment of receipt within thirty (30) business days of the commencement of employment.
- 2) This policy shall be posted by each State agency on its premises where notices to employees and applicants for employment are customarily posted.
- 3) The DDOL Sexual Harassment Notice shall be distributed, physically or electronically, to all new employees at the commencement of employment.
- 4) Each Agency is to post the contact information of their designated EEO Officer.

**b. Training**

- 1) The State shall provide all employees interactive training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment and thereafter every two (2) years.

The State shall provide all supervisors (newly hired and promoted) additional interactive supervisory training to prevent sexual harassment and other forms of discrimination in this policy and procedures within one (1) year of commencement of employment in the position and thereafter every two (2) years.

- 2) Successful completion of this training shall be documented in the Delaware Learning Center.
- 3) Each Agency is responsible for their employees adhering to these requirements.
- 4) Each covered employee is responsible for attending required trainings within the designated time frame.

**8. Data Reporting**

All agencies are required to:

- keep records of complaints of harassment; and
- track and report to DHR annually discrimination and harassment complaints, with sexual harassment complaints, tracked separately.

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**9. Associated Policy/Regulations/Information**

- a. The procedures under this policy do not preempt or supersede any legal procedures or remedies otherwise available to a target of discrimination or harassment under State or federal law.
- b. Making a complaint according to this policy will not extend the time frames, prescribed by statute, by which any person must file a formal complaint through the Merit Rules, the DDOL's Office of Anti-Discrimination, the EEOC, a CBA, if applicable, or any court or regulatory body.
- c. The deadline for filing a charge with the DDOL or the EEOC under State and federal laws is three hundred (300) days from the date of the alleged discriminatory action.
- d. [Standards of Conduct Policy and Procedures](#)

**10. Appendices and Forms**

- [Respectful Workplace and Anti-Discrimination Complaint Form](#)
- [Delaware Sexual Harassment Notice from Department of Labor](#)

**11. Policy Owner**

- **Division Name:** Division of Labor Relations and Employment Practices
- **Policy Administrator:** Director of the Division of Labor Relations and Employment Practices
- **Website:** <https://dhr.delaware.gov/labor/index.shtml>

*This policy is not intended to create any individual right or cause of action not already existing and recognized under State or Federal law. If there is a conflict with, i.e., the law or regulation and this policy, the law and/or regulation govern.*

 9/12/22

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**SECTION I: POLICY STATEMENT**

SEE THE STATE OF DELAWARE RESPECTFUL WORKPLACE AND ANTI-DISCRIMINATION POLICY

**SECTION II: EXECUTIVE SUMMARY**

**SUMMARY STATEMENT:**

Delaware Department of Correction's (DOC) commitment to equal employment opportunity is demonstrated through various initiatives and practices. The depth of that commitment is communicated through the five (5) DOC core values that guide how we serve our mission.

Integrity      Courage      Accountability      Respect      Diversity

**DOC Mission Statement:**

*Protect the public by supervising adult offenders through safe and humane services, programs, and facilities.*

During the past year, the Department continues to adjust its daily operations despite the unprecedented pandemic that impacted the lives of each employee, the lives of each person in the Department's custody, and nearly every aspect of operations. The DOC has successfully adapted and maintained a forward momentum. The following report outlines the efforts and accomplishments in equal employment opportunity. The DOC4Inclusion Coalition continues to foster unity and collaboration within the Department by promoting inclusion and equity. In an effort to keep positive momentum within the Department amidst unprecedented staff shortages, the DOC continues to provide employees with support through meaningful training opportunities that will supply employees with the right tools for success. The DOC continues to place recruitment and retention at the forefront of the Department.

<b>DEPARTMENT SUMMARY</b>	
<b>Names of Divisions</b>	<b># of Employees</b>
Office of the Commissioner	21
Bureau of Administrative Services	62
Bureau of Prisons	1,649
Bureau of Community Corrections	539
Bureau of Healthcare, Substance Abuse and Mental Health Services	10
<b>TOTAL</b>	<b>2,281</b>

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## **Responsibilities for Implementation**

### **RESPONSIBILITIES STATEMENT**

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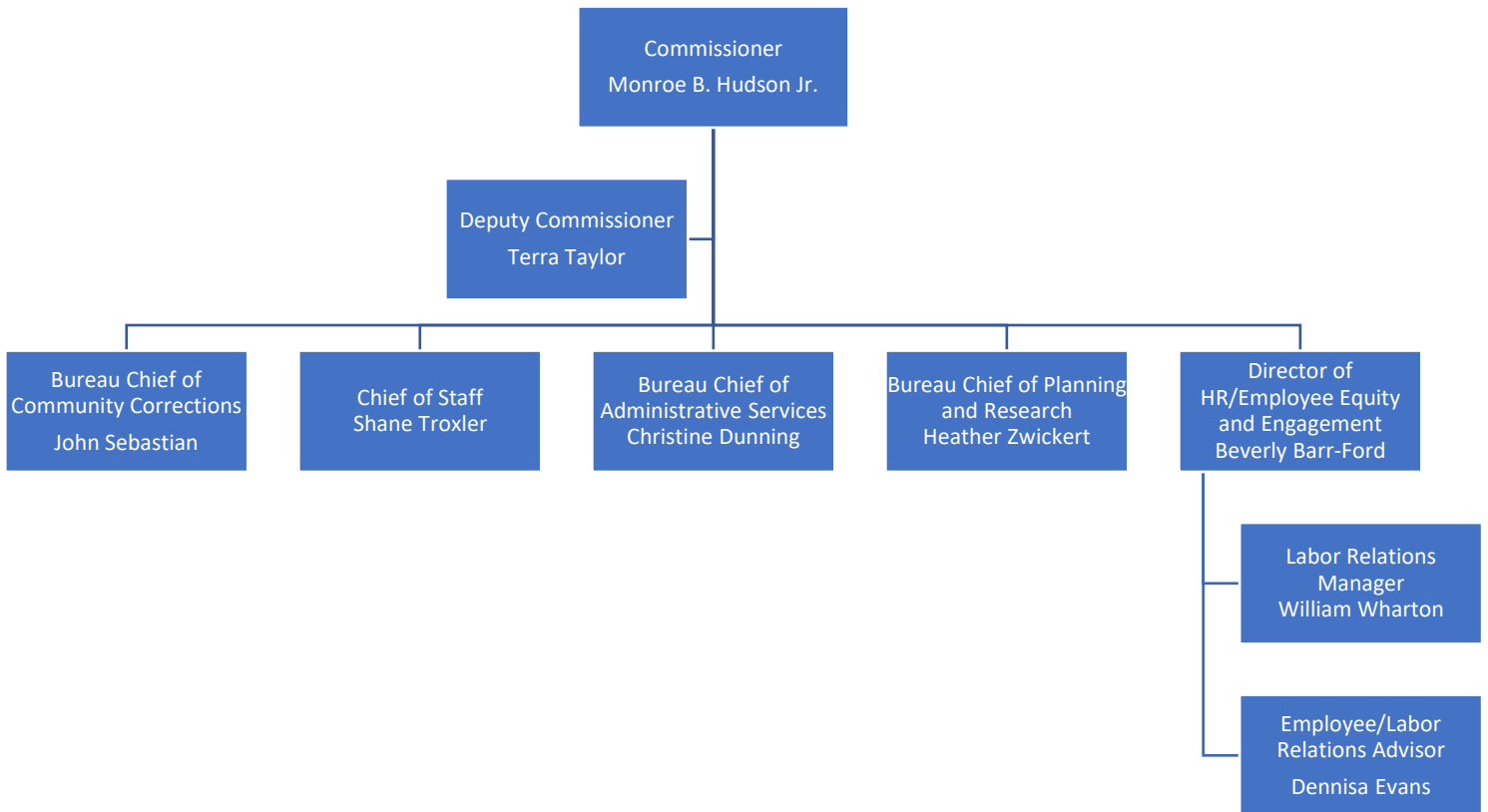
The Commissioner of the Department of Correction oversees the implementation of the Department's Affirmative Action Plan to ensure that it is implemented promptly and effectively. The Department's leadership sets the example and acts as role models for all employees to emulate by demonstrating an appreciation for diversity among employees, offenders, and those in the community they serve. Managers provide their employees the opportunity to attend training on diversity to increase awareness and understanding, as well as to promote an inclusive environment. Sexual harassment awareness and prevention training is provided as required by 19 *Del. C.* §711A. In addition, management is charged with the responsibility of ensuring that all allegations of discrimination are addressed promptly and appropriately.

The Director of Human Resources/Employee Equity and Engagement, Beverly Barr-Ford, 302-857-5203, [beverly.barrford@delaware.gov](mailto:beverly.barrford@delaware.gov), implements the Affirmative Action Plan and ensures that managers comply with federal and state laws, regulations, and executive orders. The Affirmative Action Officer's duties and responsibilities include:

1. Directing the Department's Affirmative Action/Equal Employment and Diversity programs.
2. Overseeing the development and instruction of training related to:
  - a. Diversity & Inclusion
  - b. Discrimination and Associated Topics
  - c. Implicit Bias Awareness
  - d. Generational Differences Awareness
  - e. Sexual Harassment Awareness and Prevention
3. Overseeing and conducting mediation and resolution of workplace issues.
4. Overseeing the development and implementation of workplace culture surveys.
5. Exploring recruitment and retention initiatives.
6. Overseeing and conducting DOC4Inclusion forums to gather employee feedback.
7. Overseeing the responses to requests from the Division of Labor Relations & Employee Practices, Department of Human Resources (DHR).
8. Overseeing the responses to Charges of Discrimination filed with the Equal Employment Opportunity Commission (EEOC) and the Delaware Department of Labor (DDOL).



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**Section III: FY22 Accomplishments: July 1, 2021, To June 30, 2022**

**STRATEGIC PRIORITY (SP-1)**

**Workplace Environment, Climate, and Culture**

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely.

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-1 Goal 1	To increase employee engagement and retention at all levels within the DOC.	By conducting statewide site visits at DOC Level IV and V facilities to solicit feedback from employees on this topic. Progress is measured by having proposed recommendations explored by leadership and having staff acknowledge when/if changes are implemented.	DOC4Inclusion Coalition	The DO4Inclusion Coalition conducted: 4 site visits. Hosted 2 employee engagement events; and, implemented Implicit Bias Training during this fiscal year.	FY22 -FY23
SP-1 Goal 2	To address workplace climate impacted by perceived racial injustices as described on a national level.	The DOC4Inclusion Coalition hosts employee engagement sessions at the DOC Probation and Parole Offices statewide. Success is measured via participants willing to participate in the tough, but necessary conversations.	DOC4Inclusion Coalition	The Coalition hosted 1 employee engagement session during this fiscal year and continues to informally communicate with P&P leaders on ways to successfully address this important area.	FY22- FY23
SP-1 Goal 3	Continue recruitment and promotion of under-represented demographics.	Success is measured through the continuous improvement of hiring qualified candidates in under-represented job classifications.	DOC Recruitment Team	Educating and requiring Hiring Managers to interview all qualified candidates for classifications identified as being under-represented in race and/or gender.	FY22-FY23

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**Strategic Priority 1**

**Goal 1- Increase Employee Engagement and Retention**

- Conducting workplace culture surveys with the goal of evaluating employee engagement.
- Share feedback received with applicable members of the DOC leadership team aimed toward addressing areas for potential improvements.
- Facilitate Implicit Bias Training for all CEIT and BOTC training classes.
- DOC Steven R. Floyd Training Academy (SRFTA):
  1. Upgraded from portable webcams to audio/visual equipment. This elevation provides the Training Academy with the ability to record training and conduct remote virtual training sessions with ease.
  2. Purchased a new stage for the DOC gym/multi-purpose room. The modular, adjustable stage provides versatility and has an improved professional appearance when hosting employee events.
  3. Purchased a new portable “TAC House” system with moveable walls. The new system will enhance the employee training experience by providing realistic approaches to searching and clearing rooms for our community-based officers. This TAC House will be used in conjunction with newly purchased firearms training equipment.
  4. Additionally, a large portable classroom space was purchased for utilization at the range with an estimated delivery date of August 2022.
  5. Facilitation of a Paint Night event hosted at the COAD Union Hall. The Paint Night event encouraged comradery between all DOC employees and their families.
  6. Facilitation of the Annual Family Fun and Fellowship event for the Department in mid-September of each year. This event provides an opportunity for all members of the DOC to bring their families together for a relaxing day of fun and fellowship.

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**Strategic Priority 1**

**Goal 2- Address Workplace Climate Impacted by Perceived Racial Injustices**

**DOC4Inclusion Coalition**

- Monthly meetings continue to be held with core Coalition members. The Commissioner and Deputy Commissioner join the meetings on a quarterly basis (schedule permitting). Initiatives accomplished thus far include:
  1. Creation of the Coalition Mission Statement.
  2. Creation of the DOC4Inclusion Coalition logo.
  3. Designed and distributed posters aimed to brand and market the DOC4Inclusion Coalition team members and to foster awareness of the coalition's mission.
  4. Policy language revisions designed to increase equity in the promotional standards process.
  5. Creation and implementation of Law Enforcement Specific Implicit Bias Training.
  6. Hosting Forums/Site Visits at facilities and offices throughout the state to gather perspectives from staff and encourage open, solutions-based dialog.
  7. This group is in the developmental stages of creating Generational Differences Training for DOC Managers and Employees.

**Strategic Priority 1**

**Goal 3- Continue Recruitment and Promotion of Underrepresented Demographics**

- The DOC partnered with the Department of Human Resources (DHR) in a Statewide Career Fair and successfully executed eight (8) hiring events between July 1, 2021 – June 30, 2022. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC hiring pool of potential applicants. The Statewide Career Fair and DOC Hiring Events have brought approximately 445 potential applicants to the DOC.
- In an effort to improve the number of under-represented classifications, the department continues to educate and require Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.

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**STRATEGIC PRIORITY (SP-2)**

**Management and Supervisory Effectiveness**

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-2 Goal 1 *Refer to additional information below	To provide structured accountability via the performance evaluation process.	Measures of success will include the implementation of a cohesive performance evaluation tracking system.	DOC Human Resources	The performance appraisal training spreadsheet is currently being developed by HR. The goal is to introduce this requirement during the Leadership Development Training Course as a guide for supervisors.	FY23
SP-2 Goal 2 *Refer to additional information below	To provide meaningful training opportunities aimed toward engaging and motivating a diverse workforce.	The DOC continues to promote employee training opportunities which are tracked within the Delaware Learning Center and DOC SRFTA.	DOC Human Resources; DOC4Inclusion Coalition; and, DOC SRFTA.	The Leadership Development Training Course continues to be hosted on a biannual basis. Managing General Differences is under development by the Coalition and as previously described, the DOC SRFTA continues to develop and implement meaningful training opportunities to enhance the skillset of current staff.	FY22- FY23

**Strategic Priority 2**

**Goal 1\*- Performance Evaluation Process**

- Performance Appraisal Training is conducted during the DOC Leadership Development Training experience. The goal of the training is to provide in-depth guidance on how to write an effective employee evaluation, how to develop an employee performance plan/ improvement plan and, provide rating tools to be used by supervisors and managers during the process. Managers also receive an overview of the DOC Career Ladder process.
- In FY 23 the DOC will continue to work towards the completion of a performance evaluation tracking system. The system will enable HR to capture the departments in which additional training and guidance may be needed to ensure that employee performance evaluations are being completed annually, and department wide. The goal is to work towards 100% completion of performance evaluations on an annual basis.

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**Strategic Priority 2**

**Goal 2\*- Meaningful Training Opportunities to Motivate and Engage Workforce**

○ **Workplace Culture Surveys**

1. Three (3) surveys were completed in FY22 with specific recommendations provided to applicable members of the DOC leadership team by DOC Employee-Labor Relations.

○ **DOC4Inclusion Coalition**

1. Implemented a ½ day of Law Enforcement Specific Implicit Bias Training.
2. Reviewed a DOC internal hiring policy and provided feedback on ways to enhance equity in the selection process.
3. Hosted several site visits at facilities and offices throughout the DOC to gather perspectives and encourage open dialog.
4. Executed events with the sole purpose of providing employees with opportunities to engage with each other in a relaxing environment.
5. This group is also in the process of developing Generational Differences Awareness training for managers and employees.

○ **Shadowing Program**

DOC Leaders implemented this program to provide staff the opportunity to experience “a day in the life of agency leadership” by gaining insights into the:

1. Roles and responsibilities
2. Skill requirements
3. Knowledge base

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○ **S.R. Floyd Training Academy**

1. The DOC continues to host the biannual Leadership Development Course that was implemented in FY21 at the direction of Commissioner Hudson. This weeklong “in-house” training program was created for newly promoted supervisory staff.
2. Crisis Intervention Training: In FY 22, a request for proposal was awarded to the National Commission on Correctional Health Care. The curriculum delivery will take place bi-annually in FY 23. The goal of implementing this training is to enhance employee awareness of this critical topic.
3. Effective Courtroom Presentation: The course was designed and delivered by DOC’s Deputy Attorney General (DAG) in an effort to prepare DOC Probation and Parole Officers for courtroom testimony.
4. Century Leadership-Ethical Leadership: In partnership with Wilmington University, this program was developed in FY21 and was designed to be delivered to all sworn Officers of the DOC over a 3-year period. While several training sessions had to be suspended due to Covid-19 restrictions in FY22, DOC was successful in delivering this course to approximately 183 staff members.
5. FBI Law Enforcement Executive Development Association (LEEDA) Supervisory, Command, and Executive Leadership Institutes: The DOC continues to partner with FBI LEEDA to offer leadership development opportunities to DOC staff. This weeklong course provides participants with the skills necessary for effective law enforcement leadership and promotes an opportunity to exchange information and best practices between law enforcement agencies.
6. After a two-year break due to COVID restrictions, the SRFTA re-created the Youth Academy for the Department in FY22. This program provided a unique opportunity for the youth of current staff members and youth throughout the community to learn more about the DOC through structured, age-appropriate activities led by the Academy’s Instructional staff. Youth were afforded the opportunity to participate in physical fitness activities, make new friends, and learn about the DOC while having fun. DOC hopes that through this experience, this group will consider a career in law enforcement in the future.

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**STRATEGIC PRIORITY (SP-3)**

**Recruitment and Retention**

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Steps Taken</b>	<b>Status</b>
SP-3 Goal 1 *Refer to additional information below	To increase sign bonuses and referral incentives; Attend in-person hiring and community events; Expanded the use of virtual job posting services; Implement a recruitment media plan; Increase social media presence; and, Post recruitment flyers on virtual bulletin boards.	The DOC continues to track bonuses and measure the effectiveness that this incentive provides related to recruiting and retaining employees.	DOC Recruitment Team	The DOC has requested an increase in signing bonuses from \$5,000 to \$10,000. DOC Recruiters have increased their presence at community hiring events and via social media platforms.	FY22-FY23
SP-3 Goal 2 *Refer to additional information below	The Recruitment and promotion of under-represented demographics.	As previously stated, the DOC continues to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC Human Resources	The DOC continues to Educate hiring managers on under-represented classifications requirements and practices.	FY22-FY23
SP-3 Goal 3 *Refer to additional information below	Stats on vacancy and turnover rates.	During the months that the ARPA incentive was offered, DOC tracked employee terminations and it was identified that there was a decrease in terminations during the months of February thru April 2022.	DOC Human Resources	The Department provided attendance/retention incentives via ARPA funds.	FY22
SP-3 Goal 4 *Refer to additional information below	The Documentation and implementation of consistent hiring practices.	The DOC HR team continues the review of all hiring packets received. The goal is to ensure that agency hiring practices are being implemented consistently.	DOC Human Resources	Hiring managers are provided with all hiring guidelines upon issuance of the referral list.	FY22



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**Strategic Priority 3**

**Goal 1\*- Increase Sign on Bonuses and Recruitment Objectives**

- Signing Bonus - The Department received approval to increase the amount of the \$3,000 signing bonus to \$5,000 to further incentivize applicants and recruit new officers. The DOC has requested an additional increase in the signing bonus from \$5,000 to \$10,000. This bonus has been a key process in increasing the number of quality applicants.
- Referral Incentive for Current Staff – The Department continues to provide the \$2,000 incentive bonus to officers and staff who recruit new cadets. This initiative is also vital to increasing the number of quality applicants.
- DOC Equivalency Incentive Program - In an effort to aid in recruitment and retention, the Department continues to offer the equivalency pay incentive program for newly hired out-of-state correctional officers. The incentive program allows employees who have equivalent work experience from another Department of Correction to be placed on the DOC salary step table and receive the qualified length of service credit for up to and not greater than ten (10) years of service. Note: This incentive applies to compensation only.
- Out of State Housing for Cadets – DOC recently implemented an out-of-state free temporary housing option for newly hired cadets who reside more than 75 miles from the training academy.
- Salary Compression – After contractual salary increases are calculated, the DOC continues the practice of reviewing all impacted job classifications to ensure that equitable pay is provided.
- Hiring and Community Events – The Department Recruitment Team attended 98 hiring and community events between July 1, 2021 – June 30, 2022.
- Virtual Job Posting Services – The Department expanded the use of virtual job posting services to include Indeed and ZipRecruiter.
- Engagement with Marketing Firm - The DOC contracted with a local marketing firm to create and implement a Recruitment Media Plan including video production, digital billboard advertising, streaming audio on Spotify, streaming video, and predictive targeted video with AdTheorent. The Department also contracted with a publishing firm to place a recruitment ad in the 2021/2022 Delaware Hunting and Trapping Regulation Guide.
- Social Media Presence - The Department continues to expand its Social Media presence with targeted posts, pictures and videos on Twitter, Facebook, and Instagram. In addition, the DOC rebranded its' webpage to [JoinDelawareDOC.com](https://www.joindelawaredoc.com) and reconfigured content to prominently display recruitment information. DOC Recruiters contacted Aberdeen Proving Grounds, Delaware Army National Guard, Dover Air Force Base, Joint Base Langley-Eustis, and Joint Base McGuire-Dix-Lakehurst and requested they provide information on DOC career opportunities to those that are about to separate or have recently separated from the military, as well as those that will soon retire or have recently retired.
- How to Succeed Seminar – The DOC is in the process of developing a seminar for applicants to provide additional information on the Department and how to succeed in the hiring process.

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○ Workforce Retirement – Planning and Knowledge Transfer

Discussions continued with Bureau leadership to focus on pipeline efforts. The recruitment of Plant Maintenance Mechanic Positions was addressed through outreach to Delaware Contractors Association and Associated Builders and Contractors organizations. Positions in the CO series, specifically Sgt. and Lt. positions, were also monitored. Efforts focused on utilizing the Career Ladder, the Leadership Development Training Program, FBI LEEDA training and other available training tools designed to build skills to prepare lower ranking officers for career ladder and competitive promotion opportunities.

○ DOC Videos Developed:

1. Recruitment videos professionally produced for 15, 30, and 60-second advertising spots.
2. Recruiters videoed academy experiences
3. Physical Training
4. Drill Instructors

**Strategic Priority 3**

**Goal 2\*- The Recruitment and Promotion of Under-Represented**

- The Department partnered with the Department of Human Resources in a Statewide Career Fair and successfully executed eight (8) hiring events between July 1, 2021 – June 30, 2022. These events are designed to offer an opportunity for potential applicants and members of the public to gain awareness about careers within the DOC. The ultimate goal for attending these events is to increase the DOC's hiring pool of potential applicants.
- The Statewide Career Fair and DOC Hiring Events have brought approximately 445 potential applicants to the DOC.
- As previously stated, in an effort to improve the number of under-represented classifications, the department continues to require Hiring Managers to interview all candidates for classifications that are under-represented in race and/or gender.
- **Steven R. Floyd Training Academy (SRFTA)**
  1. Through a Blue-Collar Grant awarded to the SRFTA, the DOC was able to recruit and train 16 diverse new members of the Department's Critical Incident Stress Management (CISM) Team. The training was provided by the International Critical Incident Stress Foundation (ICISF).

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**Strategic Priority 3**

**Goal 3\*- Stats on Vacancy and Turnover Rates**

- In an effort to retain critical correctional staff and reduce the turnover rates, the department provided the following incentives via the American Rescue Plan Act (ARPA):
  1. All Correctional Officers received a \$1,500 incentive, payable in two parts over a six-month period.
  2. All Correctional Officers who have not used more than 16 hours of sick leave between October 2021 and October 2022 will receive a second \$1,500 incentive.
  3. All Correctional Officers and Probation Officers who worked overtime shifts in a Level V or Level IV facility received a \$300 incentive for each (8) hour overtime shift worked (voluntary or freeze).
- In an effort to assist other state agencies experiencing similar turnover issues, the department offered the following to Probation and Parole staff:
  1. Probation Officers received a \$300 incentive for each (8) hour of overtime shift worked at the New Castle County Detention Center and Stevenson House Detention Center (DSCYF).
  2. Additionally, Probation Officers who voluntarily worked 12 or more (8) hour overtime shifts at these DSCYF facilities during the months of November 2021 and May 2020 (6-month period) received a \$1,500 incentive.
- The DOC also provided the following attendance/retention incentive through ARPA funds:
  1. The first incentive in the amount of \$750 was paid to Officers that graduated from CEIT Training as of 10/11/21 and Correctional Staff that had not filed for retirement between the months of November 2021 and November 2022.
  2. The second incentive in the amount of \$750 was paid to Officers still employed with the DOC as of May 2022.
  3. A third attendance/retention payment in the amount of \$1,500 will be issued in November of 2022 (1 year).

**Strategic Priority 3**

**Goal 4\* – The Documentation and Implementation of Consistent Hiring Practice**

- As previously stated, the DOC continued implementing its hiring practices in FY22 by providing Hiring Manager Guidance when a referral list is provided to the hiring manager. The implementation of this process provides clear guidance for hiring managers to ensure that the DOC remains consistent in this practice, department wide.

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**SECTION IV: WORKFORCE ANALYSIS**

**DOC Overview:**

The Department of Correction (DOC) is underrepresented in four EEO-4 categories. DOC has 2,281 employees and minorities represent 43% of the DOC workforce which is the same as last year.

Below are observable trends that affect DOC's opportunity to increase diversity in its workforce:

- Recruitment for all public safety/law enforcement jobs has become increasingly challenging in the last few years due to the influence of social, political, and economic forces. DOC does offer recruitment and retention incentives for Correctional Officers; however, they continue to be presented with challenges in this area.
- DOC has a rigid background check policy for all positions which limits their applicant pool.
- Generational differences make it harder to attract people to Correctional Officer positions because they offer little flexibility in work schedules. The excessive number of vacant positions exacerbates this problem by leading to increased forced overtime and last-minute schedule changes for current employees.
- While the DOC is underrepresented in Technicians, they only have two positions in this category. They are also underrepresented in Paraprofessionals, Office Clerical and Skilled Craft but the percent of underrepresentation is low, between 4-6%. DOC must target recruitment efforts towards diverse schools and promote job shadowing and internships through the Delaware Pathways Program to encourage students to join the field, thus increasing diversity in the workforce.
- DOC should continue to improve manager education on leadership/supervisory skills to ensure an inclusive environment.
- DOC has designated Correctional Officer recruiters and they actively source Correctional Officers but have limited advertising money. They would benefit from outsourcing using job boards such as Zip Recruiter. DHR is helping DOC utilize such resources.
- DOC has held targeted camps/events during the year that expose applicants to the field of Corrections. They should consider expanding this outreach to improve their talent pipelines.

In summary, DOC is proactive in efforts to create a more diverse workforce. Further efforts should focus on increasing their female applicant pool, especially in the Professional category. In addition to prioritizing recruitment efforts toward Correctional Officers, the focus should be placed on Accounting/Fiscal, Training, and Probation and Parole jobs. To face the economic, social, and environmental forces that make it harder to attract candidates to their jobs, DOC must continually evolve its marketing, sourcing, and outreach to keep talent pipelines flowing. Doc should consider partnering with Delaware Technical Community College and the High School Pathways Program to offer internship/job shadowing and opportunities that would expose students to their work. DOC's workforce planning and subsequent recruitment efforts should be broad in scope but focus on positions with high turnover and/or retirement eligibility such as Correctional Officers, Facility Maintenance, and Community Corrections.

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**FY2022 EEO/AA REPRESENTATION SUMMARY**

## **DOC Demographics at a Glance:**

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The total number of DOC employees as of June 30, 2022, by EEO-4 category is 2,281.

The DOC EEO-4 workforce demographic data reflect the race/ethnicity and gender representation of the DOC workforce based on the total number of employees within the eight EEO-4 categories. Analyses are made comparing DOC workforce demographics to the available Delaware regional labor market statistics by race/ethnicity, and gender. DOC does not hire in the Service Maintenance EEO-4 categories.

The following summary of findings were derived from this data:

### **Minority Representation:**

- Minorities represent 43% of the total DOC workforce, the same as in FY21.
- Minorities are under-represented in the following EEO-4 categories:
  - Technicians (-38%)
  - Para-Professional (-3%)
  - Office & Clerical (-4%)
  - Skilled Craft (-6%)

### **Female Representation:**

- Females represent 30% of the total DOC workforce, the same as in FY21.
- Females are under-represented in the following EEO-4 categories:
  - Officials & Administrators (-4%)
  - Professionals (-13%)
  - Skilled Craft (-4%)

### **Male Representation:**

- Males represent 70% of the DOC workforce, the same as in FY21.
- Males are under-represented in the following EEO-4 categories:
  - Technicians (-50%)
  - Protective Services (-1%)
  - Para-professional (-2%)
  - Office & Clerical (-26%)

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**FY2022 EEO/AA REPRESENTATION SUMMARY**

**EEO-4 Status Report FY 2022**  
**(Without Casual/Seasonal)**

**Table 1**

EEO-4 CATEGORY	MALE										FEMALE										TOTALS		
	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Males	% of Category Total	Disabled Males	White	Black	Hispanic/ Latino	Asian	Pacific Islander	American Indian	Multi Racial	Total Females	% of Category Total	Disabled Females	Total Employees by Category	Total Minorities by Category	Minority % of Category
1 Officials & Administrators	31	8	1	0	0	1	0	41	59%	4	17	12	0	0	0	0	0	29	41%	0	70	22	31%
2 Professionals	195	54	12	1	0	0	5	267	55%	17	132	68	11	5	0	0	6	222	45%	2	489	162	33%
3 Technicians	0	0	0	0	0	0	0	0	0%	0	2	0	0	0	0	0	0	2	100%	0	2	0	0%
4 Protective Services	690	395	73	11	3	4	30	1206	80%	39	80	191	20	1	0	2	11	305	20%	1	1511	741	49%
5 Para Professional	7	4	0	0	0	0	1	12	22%	1	31	7	4	0	0	0	1	43	78%	1	55	17	31%
6 Office & Clerical	8	0	0	0	0	0	1	9	9%	0	64	19	3	3	0	0	1	90	91%	1	99	27	27%
7 Skilled Craft	43	4	3	2	0	0	2	54	98%	2	1	0	0	0	0	0	0	1	2%	0	55	11	20%
8 Service Maintenance	0	0	0	0	0	0	0	0	0%	0	0	0	0	0	0	0	0	0	0.00%	0	0	0	0.00%
Totals	974	465	89	14	3	5	39	1589	70%	63	327	297	38	9	0	2	19	692	30%	5	2281	980	43%

**Table 1** illustrates the total FY 22 workforce demographics by race/ethnicity and gender. This is an overview of the entire EEO-4 Workforce by EEO-4 job category.

*Table 1 data were obtained from the PHRST system as of 06/30/2022.*

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**FY2022 EEO/AA REPRESENTATION SUMMARY**

**Minority Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 2**

EEO-4 CATEGORY	Labor Market %	Minority % of Category	Minority Variance to Labor Market	Comparison to Minority % of Category					
				Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	25%	31%	7%	29%	1%	0%	0%	1%	0%
2 Professionals	29%	33%	4%	25%	5%	1%	0%	0%	2%
3 Technicians	38%	0%	-38%	0%	0%	0%	0%	0%	0%
4 Protective Services	37%	49%	12%	39%	6%	1%	0%	0%	3%
5 Para Professional	34%	31%	-3%	20%	7%	0%	0%	0%	4%
6 Office & Clerical	31%	27%	-4%	19%	3%	3%	0%	0%	2%
7 Skilled Craft	26%	20%	-6%	7%	5%	4%	0%	0%	4%
8 Service Maintenance	45%	0%	NA	0%	0%	0%	0%	0%	0%

**Female Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 3**

EEO-4 CATEGORY	Labor Market %	Female % of Category	Female Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	45%	41%	-4%	24%	17%	0%	0%	0%	0%	0%
2 Professionals	59%	45%	-13%	27%	14%	2%	1%	0%	0%	1%
3 Technicians	50%	100%	50%	100%	0%	0%	0%	0%	0%	0%
4 Protective Services	19%	20%	1%	5%	13%	1%	0%	0%	0%	1%
5 Para Professional	77%	78%	2%	56%	13%	7%	0%	0%	0%	2%
6 Office & Clerical	65%	91%	26%	65%	19%	3%	3%	0%	0%	1%
7 Skilled Craft	6%	2%	-4%	2%	0%	0%	0%	0%	0%	0%
8 Service Maintenance	44%	0%	NA	0%	0%	0%	0%	0%	0%	0%

**Male Labor Market Representation FY2022**  
**(Including Race and Ethnicity)**

**Table 4**

EEO-4 CATEGORY	Labor Market %	Male % of Category	Male Variance to Labor Market	Comparison to Minority % of Category						
				White	Black	Hispanic/Latino	Asian	Pacific Islander	American Indian	Multi Racial
1 Officials & Administrators	55%	59%	4%	44%	11%	1%	0%	0%	1%	0%
2 Professionals	41%	55%	13%	40%	11%	2%	0%	0%	0%	1%
3 Technicians	50%	0%	-50%	0%	0%	0%	0%	0%	0%	0%
4 Protective Services	81%	80%	-1%	46%	26%	5%	1%	0%	0%	2%
5 Para Professional	23%	22%	-2%	13%	7%	0%	0%	0%	0%	2%
6 Office & Clerical	35%	9%	-26%	8%	0%	0%	0%	0%	0%	1%
7 Skilled Craft	94%	98%	4%	78%	7%	5%	4%	0%	0%	4%
8 Service Maintenance	56%	0%	NA	0%	0%	0%	0%	0%	0%	0%

**Tables 2, 3, and 4** illustrate the variance between the Regional Labor Market and Agency demographics. Also illustrated is a percentage breakdown of demographic representation by race/ethnicity, gender, and EEO-4 job category.

*Tables 2, 3, and 4 data were obtained from the PHRST system as of 06/30/2022.*



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**Table 5** **Minority Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Minority Variance of Labor Market	FY21 Minority Variance of Labor Market	FY22 Minority Variance of Labor Market
1 Officials & Administrators	4%	5%	7%
2 Professionals	8%	2%	4%
3 Technicians	-27%	-38%	-38%
4 Protective Services	18%	12%	12%
5 Paraprofessional	-4%	-4%	-3%
6 Office & Clerical	3%	-5%	-4%
7 Skilled Craft	-3%	-7%	-6%
8 Service Maintenance	N/A	N/A	N/A

**Table 6** **Female Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Female Variance of Labor Market	FY21 Female Variance of Labor Market	FY22 Female Variance of Labor Market
1 Officials & Administrators	-6%	-2%	-4%
2 Professionals	-11%	-12%	-13%
3 Technicians	46%	50%	50%
4 Protective Services	-6%	1%	1%
5 Paraprofessional	-8%	-1%	2%
6 Office & Clerical	26%	24%	26%
7 Skilled Craft	-2%	-4%	-4%
8 Service Maintenance	N/A	N/A	N/A

**Table 7** **Male Representation Trends FY20, 21, 22**

EEO-4 CATEGORY	FY20 Male Variance of Labor Market	FY21 Male Variance of Labor Market	FY22 Male Variance of Labor Market
1 Officials & Administrators	6%	2%	4%
2 Professionals	11%	12%	13%
3 Technicians	-46%	-50%	-50%
4 Protective Services	6%	-1%	-1%
5 Paraprofessional	8%	1%	-2%
6 Office & Clerical	-26%	-24%	-26%
7 Skilled Craft	2%	4%	4%
8 Service Maintenance	N/A	N/A	N/A

**Tables 5, 6, and 7** illustrate trends for the past three fiscal years by comparing the variance between the Regional Labor Market and Executive Branch demographics for minorities, females, and male employees by EEO-4 job category.

*Tables 5, 6, and 7 data were obtained from the PHRST system as of 06/30/2022*



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**SECTION V: COMPLAINTS**

**Table 8**

Total Complaints by Gender YTD		Total Complaints by Category YTD	
Male	19	Informal	3
Woman	33	Formal	49
Other	0	External	0
Total	52	Total	52
Total Complaints by Race/Ethnicity YTD		Total Complaints by Type YTD	
Black - African American	13	ADA	0
Asian	0	Discrimination	2
Hispanic/Latinx	5	Gender	0
Native American/Alaskan Native	0	Generic Issue	2
Not identified	0	Harassment	2
Pacific Islander/Native Hawaiian	0	Hostile Work Environment	44
Two or more races	1	Merit Rule	0
White	33	Misconduct	0
Total	52	Retaliation	1
Total Complaints by Employment Status YTD		Sexual Harassment	1
Merit	51	Workplace Violence	0
Non-Merit Exempt	0	Total	52
Casual/Seasonal	1	Total Complaints by Current Status YTD	
Temp/Contract	0	Open	13
Total	52	Closed	39
		Total	52

**Table 8** illustrates total complaints by gender, race/ethnicity, employment status, category, type, status, and resolution.

*Table 8 data were obtained from agency internal records during FY22.*

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**SECTION VI: EMPLOYEE ACTIONS**

**Table 9**

TYPE	2021		2022		PERCENT CHANGE
	Total	Percent	Total	Percent	
DISCIPLINES					
Total Female Non-Minority Disciplines	8	9%	2	3%	-75%
Total Female Minority Disciplines	19	21%	8	11%	-58%
Total Male Non-Minority Disciplines	30	33%	30	41%	0%
Total Male Minority Disciplines	34	37%	33	45%	-3%
Total Disciplines	91	100%	73	100%	-25%
SEPARATIONS					
Total Female Non-Minority Separations	36	15%	30	11%	-17%
Total Female Minority Separations	35	14%	67	24%	48%
Total Male Non-Minority Separations	82	33%	83	30%	1%
Total Male Minority Separations	94	38%	95	35%	1%
Total Separations	247	100%	275	100%	10%
NEW HIRES					
Total Female Non-Minority New Hires	23	11%	54	14%	57%
Total Female Minority New Hires	42	20%	92	24%	54%
Total Male Non-Minority New Hires	58	28%	86	23%	33%
Total Male Minority New Hires	84	41%	145	38%	42%
Total New Hires	207	100%	377	100%	45%
PROMOTIONS					
Total Female Non-Minority Promotions	44	12%	74	13%	41%
Total Female Minority Promotions	72	19%	90	16%	20%
Total Male Non-Minority Promotions	148	40%	244	43%	39%
Total Male Minority New Hires	106	29%	160	28%	34%
Total Promotions	370	100%	568	100%	35%

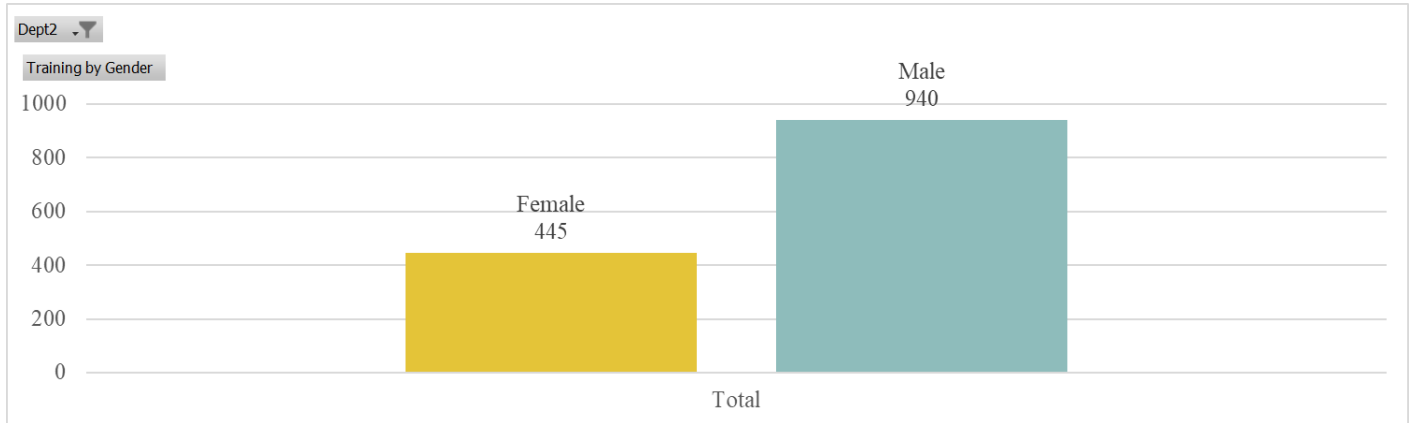
**Table 9** displays the total number of disciplines, separations, new hires, and promotions by gender and minority status.

*Table 9 data were obtained from the PHRST system as of 06/30/2022.*

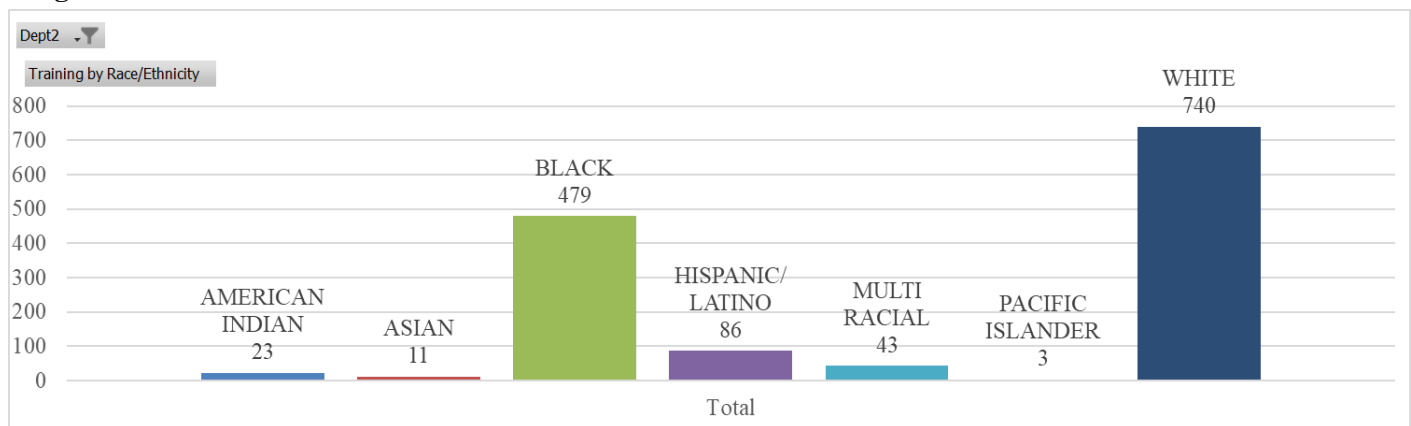
# STATE OF DELAWARE DEPARTMENT OF CORRECTION (DOC) FY2022 EEO/AA REPRESENTATION SUMMARY

## SECTION VII: EMPLOYEE ENGAGEMENT

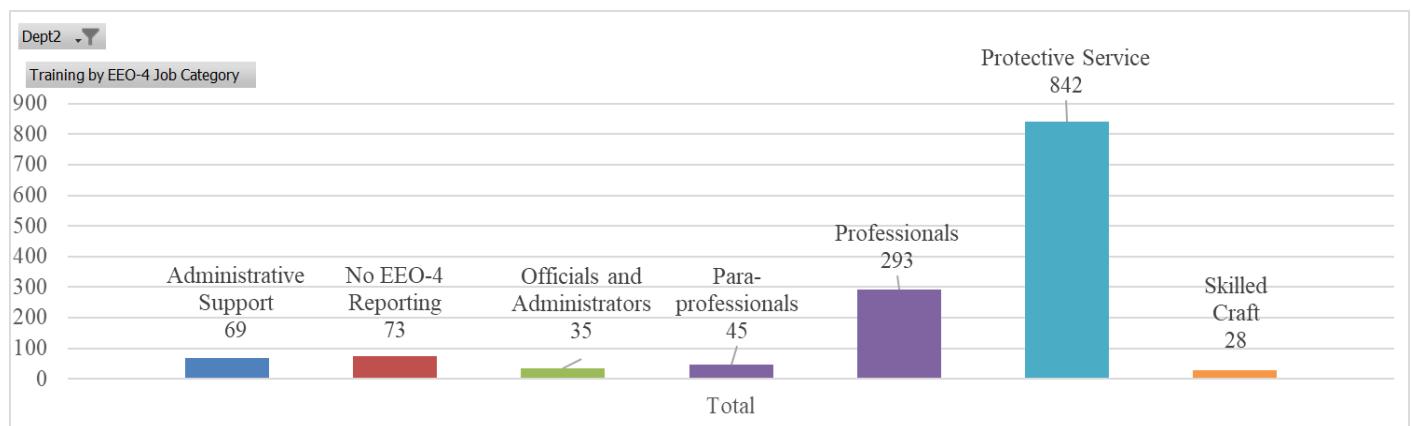
**Figure 10** Training by Gender



**Figure 11** Training by Race/Ethnicity



**Figure 12** Training by EEO-4 Job Category



**Figures 10-12** display the total number of attendees for D&I-related training courses by gender, race/ethnicity, and EEO-4 Job Category

*Figures 10-12 data were obtained from the Delaware Learning Center (DLC) system as of 06/30/2022.*

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**Table 13**

TUITION REIMBURSEMENT SUMMARY	
	Number
Total Non-Minority Female	1
Total Minority Female	2
Total Non-Minority Male	2
Total Minority Male	0
<b>Total Employees Requesting Tuition Reimbursement</b>	<b>5</b>

**Table 13** displays the total number of employees receiving tuition reimbursement by gender and minority status.

*Table 13 data were obtained from agency internal records during FY22.*

**Table 14**

DISABILITIES SUMMARY	
	Number
Total Employees Self-Identified or Disclosed Disabled	68
Total Requests for Accommodations	221
Total Requests Accommodated	221
Total Selective Placement Candidates Interviewed	0
Total Selective Placement Candidates Hired	0

**Table 14** displays the total number of employees who requested accommodations, the total number of accepted accommodations, the total number of employees who self-identified or disclosed as disabled, the total amount of candidates interviewed via the Selective Placement Program, and the total number of employees hired either via the Selective Placement Program

*Table 14 data were obtained from the PHRST system as of 06/30/2022.*

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**Table 15**

EXIT SURVEY SUMMARY						
	EXCELLENT	GOOD	AVERAGE	BELOW AVERAGE	POOR	TOTAL
Agency as a place to work	4%	37%	35%	18%	6%	100%
	2	18	17	9	3	49
Opportunity for advancement or promotion	4%	32%	34%	15%	15%	100%
	2	15	16	7	7	47
Recognition of accomplishments/contributions	6%	18%	28%	20%	28%	100%
	3	9	14	10	14	50
Relationships with co-workers	26%	38%	20%	10%	6%	100%
	13	19	10	5	3	50
Relationship with your manager/supervisor	27%	23%	29%	10%	10%	100%
	13	11	14	5	5	48
Agency commitment to quality and customer service	6%	29%	45%	12%	8%	100%
	3	14	22	6	4	49
Work area tools available to perform the functions of your job	8%	31%	33%	22%	6%	100%
	4	15	16	11	3	49
Performance goals were clear and you knew what was expected of you in your job	18%	42%	20%	14%	6%	100%
	9	21	10	7	3	50
Training and development needs were assessed and met	16%	36%	22%	14%	12%	100%
	8	18	11	7	6	50
Benefits package	20%	47%	24%	4%	4%	100%
	10	23	12	2	2	49
Compensation	0%	44%	21%	15%	21%	100%
	0	21	10	7	10	48
Family-Friendly Workplace	6%	22%	37%	18%	16%	100%
	3	11	18	9	8	49

**Table 15** illustrates Exit Survey Summary data for employees who left the Department and were willing to provide responses.

*Table 15 data were obtained from the employee responses provided on an online survey during FY22.*

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**SECTION XIII: RECRUITMENT AND RETENTION SUMMARY FY22 (JULY 1, 2022 – JUNE 30, 2023)**

**Table 16**

HARD-TO-FILL VACANCIES							
Vacancies (as of 6/30/21)	Vacancies (as of 6/30/22)	Job Code	Job Title	Total # Positions	Vacancy Rate FY 21	Vacancy Rate FY 22	% change FY22 vs FY21
2	0	MBDA01	Correctional Officer/Canine Handler	5	40%	0%	-100%
47	62	MBDB00-01	Correctional Officer	441	11%	14%	24%
38	77	MBDB02	Correctional Corporal	406	9%	19%	51%
42	84	MBDB03	Correctional Sergeant	621	7%	14%	50%
8	5	MBDB04	Correctional Lieutenant	114	7%	4%	-60%
0	2	MBDB05	Correctional Staff Lieutenant	29	0%	7%	100%
1	1	MBDB06	Correctional Captain	34	3%	3%	0%
0	1	MBDB07	Correctional Security Superintendent	7	0%	14%	100%
0	5	MBDB08	Correction Staff Sergeant	41	0%	12%	100%
1	0	MBDF01	Deputy Warden I	4	25%	0%	-100%
0	0	MBDF03	Deputy Warden II	1	0%	0%	0%
7	11	MBEA01	Probation Parole Officer I	36	19%	31%	36%
2	3	MBEA02	Probation Parole Officer II	67	3%	4%	33%
9	3	MBEA03	Senior Probation and Parole Officer	168	5%	2%	-200%
0	0	MBEA04	Probation Parole Supervisor	35	0%	0%	0%
5	6	MCBC01	CO/Youth Rehab/Food Service Specialist I	13	38%	46%	17%
8	10	MCBC02	CO/Youth Rehab/Food Service Specialist, II	36	22%	28%	20%
1	2	MCBC03	CO/Youth Rehab/ Food Service Specialist III	13	8%	15%	50%
1	4	MCCH01	CO/Physical Plant Maintenance Trades Mechanic I	20	5%	20%	75%
2	0	MCCH02	CO/Physical Plant Maintenance Trades Mechanic II	10	20%	0%	-100%
3	2	MCCH03	CO/Physical Plant Maintenance Trades Mechanic III	18	17%	11%	-50%
0	0	MCCH06	Correctional Physical Plant Maintenance Super. I	3	0%	0%	0%
0	0	MCCH07	Correctional Physical Plant Maintenance Super. II	1	0%	0%	0%
4	1	MCCH08	CO/Physical Plant Maintenance/Trades Technician	4	100%	25%	-300%
2	2	MCCH09	CO/ Physical Plant Maintenance/Master Electrician	3	67%	67%	0%

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**Table 17**

HARD-TO-FILL APPLICANT PIPELINE						
Job Code	Job Title	# Times Posted in FY22	Total # Aps Received	Average # Aps Received	Total # Aps Qualified	Average # Aps Qualified
MBDA01	Correctional Officer/Canine Handler	3	30	10	18	6
MBDB00-01	Correctional Officer	17	1719	101	360	21
MBDB02	Correctional Corporal	10	158	16	N/A	N/A
MBDB03	Correctional Sergeant	7	156	22	109	16
MBDB04	Correctional Lieutenant	10	53	5	20	2
MBDB05	Correctional Staff Lieutenant	5	33	7	19	4
MBDB06	Correctional Captain	2	13	7	4	2
MBDB07	Correctional Security Superintendent	1	10	10	10	10
MBDB08	Correction Staff Sergeant	73	11	0	41	1
MBDF01	Deputy Warden I	1	5	5	3	3
MBDF03	Deputy Warden II	1	12	12	8	8
MBEA01	Probation Parole Officer I	2	298	149	179	90
MBEA02	Probation Parole Officer II	N/A				
MBEA03	Senior Probation and Parole Officer	N/A				
MBEA04	Probation Parole Supervisor	5	54	11	45	9
MCBC01	CO/Youth Rehab/Food Service Specialist I	1	94	94	7	7
MCBC02	CO/Youth Rehab/Food Service Specialist. II	N/A				
MCBC03	CO/Youth Rehab/ Food Service Specialist III	N/A				
MCCH01	CO/Physical Plant Maintenance Trades Mechanic I	1	43	43	7	7
MCCH02	CO/Physical Plant Maintenance Trades Mechanic II	N/A				
MCCH03	CO/Physical Plant Maintenance Trades Mechanic III	N/A				
MCCH06	Correctional Physical Plant Maintenance Super. I	N/A				
MCCH07	Correctional Physical Plant Maintenance Super. II	N/A				
MCCH08	CO/Physical Plant Maintenance/Trades Technician	N/A				
MCCH09	CO/ Physical Plant Maintenance/Master Electrician	1	3	3	1	1

**Tables 16 and 17** display hard-to-fill vacancies by job classification, along with the applicant pipeline statistics for those hard-to-fill classifications including the number of times the position was posted, the average number of applications received per posting, and the average number of applicants deemed to meet the minimum qualifications (MMQ) for the position.

*Table 16 data were obtained from the PHRST system as of 06/30/2022.*

*Table 17 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**Table 18\***

<b>Turnover by Division</b>				
<b>Dept ID</b>	<b>Division</b>	<b>Turnover Rate FY21</b>	<b>Turnover Rate FY22</b>	<b>% Change FY22 vs FY21</b>
380101001	DOC/Admin/Off o/t Commissio	5%	20%	15%
380102002	DOC/Admin/Human Resources	0%	0%	0%
380103003	DOC/Planning/Research Reent	0%	12%	12%
380104004	DOC/Education	0%	0%	0%
380110010	DOC/Administrative Services	0%	0%	0%
380110011	DOC/Administrative Services	29%	15%	-14%
380112012	DOC/Admin/Cntrl Offender Rc	11%	9%	-2%
380114014	DOC/Admin/InformationTechno	0%	0%	0%
380201001	DOC/HC/SA&MHS/MedTrtmnt&Srv	22%	0%	-22%
380401001	DOC/Prisons/Bur Chief-Priso	22%	0%	-22%
380403003	DOC/Prisons/James T Vaughn	7%	8%	1%
380404004	DOC/Prisons/Sussex Corr Ins	9%	9%	0%
380405005	DOC/Prisons/D Baylor Corr I	6%	16%	10%
380406006	DOC/Prisons/Howard R Young	11%	18%	7%
380408008	DOC/Prisons/Special Operati	16%	1%	-15%
380409009	DOC/Prisons/DE Corr Industr	10%	10%	0%
380412012	Steven R. Floyd Sr.TraingAc	9%	81%	72%
380413013	DOC/Intelligence Operations	0%	25%	25%
380420020	DOC/Food Services	9%	19%	10%
380420080	DOC/Food Services	17%	18%	1%
380440040	DOC/Facilities Maintenance	9%	8%	-1%
380601001	DOC/Community Corr/Bur Chie	27%	20%	-7%
380602002	DOC/Com Cor/Probation & Par	7%	6%	-1%
380606006	DOC/ComCor/NCC Comm Correct	9%	27%	18%
380607007	DOC/ComCor/Sussex County CC	4%	6%	2%
380608008	DOC/ComCor/Kent County CC	12%	14%	2%
380613013	Hazel D. Plant Wmns Trmt Fc	N/A	0%	N/A
380614014	PlummerCommunityCorrections	N/A	0%	N/A
<b>Department Average</b>		<b>10%</b>	<b>12%</b>	<b>4%</b>

\*Turnover rates at the Steven R. Floyd Sr. Training Academy are only at high rates because cadets move out of the Division and into their full-time job units upon completion of the six-week training program.



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**Table 19**

<b>Turnover by Hard-to-Fill Jobs</b>				
<b>Job Code</b>	<b>Job Title</b>	<b>Turnover Rate FY21</b>	<b>Turnover Rate FY22</b>	<b>% Change FY22 vs FY21</b>
MBDA01	Correctional Officer/Canine Handler	11%	14%	3%
MBDB00-01	Correctional Officer	26%	29%	3%
MBDB02	Correctional Corporal	6%	9%	3%
MBDB03	Correctional Sergeant	6%	5%	-1%
MBDB04	Correctional Lieutenant	6%	4%	-2%
MBDB05	Correctional Staff Lieutenant	15%	0%	-15%
MBDB06	Correctional Captain	6%	3%	-3%
MBDB07	Correctional Security Superintendent	0%	14%	14%
MBDB08	Correction Staff Sergeant	5%	16%	11%
MBDF01	Deputy Warden I	33%	0%	-33%
MBDF03	Deputy Warden II	0%	0%	0%
MBEA01	Probation Parole Officer I	13%	7%	-6%
MBEA02	Probation Parole Officer II	6%	6%	0%
MBEA03	Senior Probation and Parole Officer	5%	6%	1%
MBEA04	Probation Parole Supervisor	6%	6%	0%
MCBC01	CO/Youth Rehab/Food Service Specialist I	13%	44%	31%
MCBC02	CO/Youth Rehab/Food Service Specialist. II	7%	19%	12%
MCBC03	CO/Youth Rehab/ Food Service Specialist III	9%	9%	0%
MCCH01	CO/Physical Plant Maintenance Trades Mechanic I	6%	13%	7%
MCCH02	CO/Physical Plant Maintenance Trades Mechanic II	8%	0%	-8%
MCCH03	CO/Physical Plant Maintenance Trades Mechanic III	8%	7%	-1%
MCCH06	Correctional Physical Plant Maintenance Super. I	0%	0%	0%
MCCH07	Correctional Physical Plant Maintenance Super. II	0%	0%	0%
MCCH08	CO/Physical Plant Maintenance/Trades Technician	29%	0%	-29%
MCCH09	CO/ Physical Plant Maintenance/Master Electrician	0%	0%	0%

**Tables 18 and 19** display employee turnover rates by Division and Hard-to-Fill Job Classifications. Turnover is the difference between the number of new employees versus the number of employees who leave or transfer to another Department. Employees who transfer between Divisions within the same Department do not count.

*Tables 18 and 19 data were obtained from the PHRST system as of 06/30/2022.*

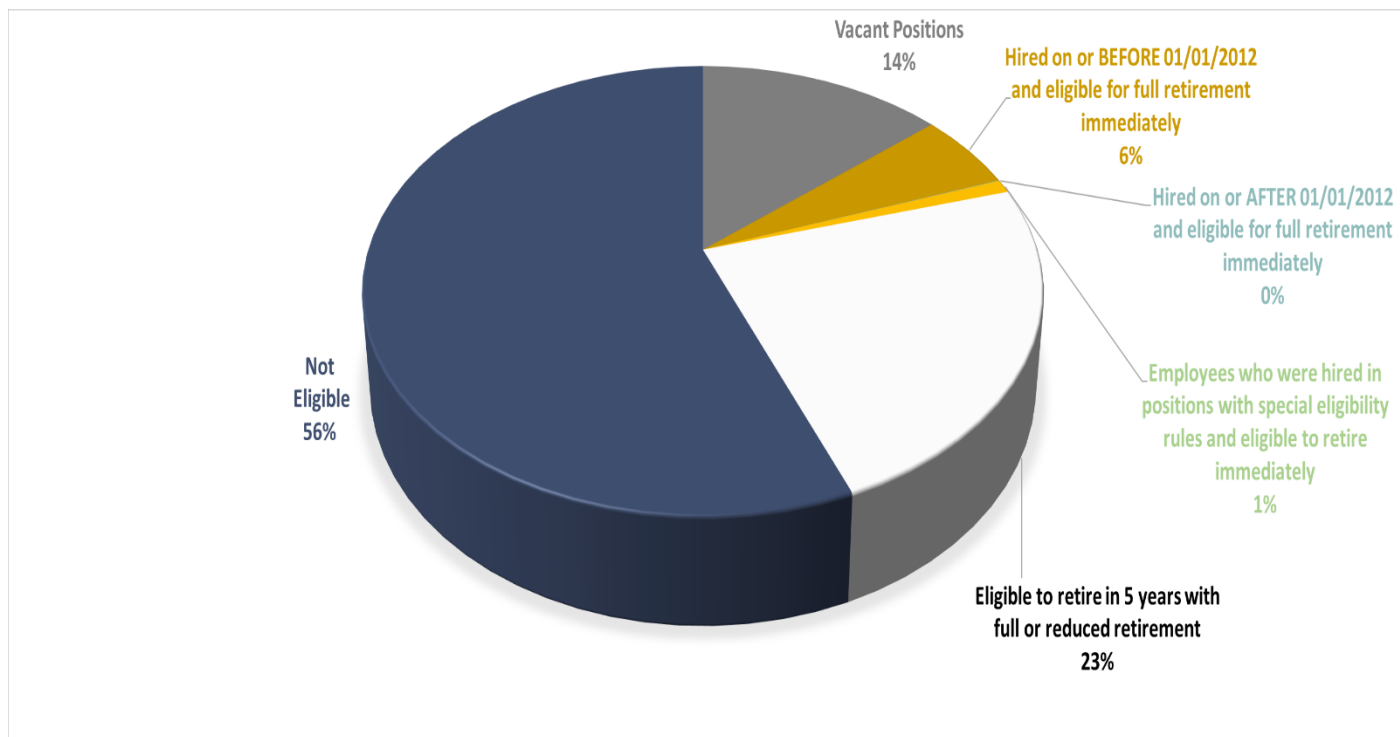
# STATE OF DELAWARE

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#### RETIREMENT ELIGIBILITY BREAKDOWN - FY22

**Figure 20**



**Figure 20** illustrates the percentage of positions based on their retirement eligibility status.

Figure 20 data were obtained from the PHRST system as of 06/30/2022.

#### Retirement Eligible Criteria: \*\*

##### *Employees Initially hired prior to January 1, 2012*

1. Five (5) years pension credited service (must have five (5) consecutive) and has attained age 62; or,
2. Fifteen (15) years of pension credited service (must have five (5) consecutive) and has attained age 60; or,
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age.

##### *Employees Initially hired on or after January 1, 2012*

1. Ten (10) years pension credited service (must have five (5) consecutive) and has attained age 65; or,
2. Twenty (20) years of pension credited service (must have five (5) consecutive) and has attained age 60; or
3. Thirty (30) years of pension credited service (must have five (5) consecutive) regardless of age

**Department of Correction:** Per H.B. 207, DOC employees in the Correctional Officer and Probation & Parole series receiving Hazardous Duty Level A-1 are fully eligible to retire after 25 years of state service.

\*\*Source: State Employees' Pension Plan Retirement Overview, 29 Del. C. c. 55, as amended.

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**RETIREMENT ELIGIBILITY BY DIVISION as of 6/30/2022**

**Table 21**

Bureau of Administrative Services							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
95	78	17	11	0	0	20	47
Community Corrections							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
608	537	71	35	0	10	161	331
Facilities Maintenance							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
75	64	11	8	0	3	22	31
Food Services							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
87	65	22	3	1	1	18	42
Healthcare							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
11	10	1	0	0	0	2	8
Intelligence Operations Center							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
17	7	10	0	0	0	2	5

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Planning and Re-entry							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
10	7	3	1	0	2	0	4
Prisons							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
1675	1468	207	89	0	9	387	983
Steven R. Floyd Sr. Training Academy							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
70	45	25	2	0	0	10	33
Department of Correction Totals							
Total # Positions	Filled Positions	Vacant Positions	Hired on or BEFORE 01/01/2012 and eligible for full retirement immediately	Hired on or AFTER 01/01/2012 and eligible for full retirement immediately	Employees who were hired in positions with special eligibility rules and eligible to retire immediately	Eligible to retire in 5 years with full or reduced retirement	Not Eligible
2648	2281	367	149	1	25	622	1484

**Table 21** illustrates the total number and percentage of positions by Division based on their retirement eligibility status.

*Table 21 data were obtained from the PHRST system as of 06/30/2022.*

# STATE OF DELAWARE

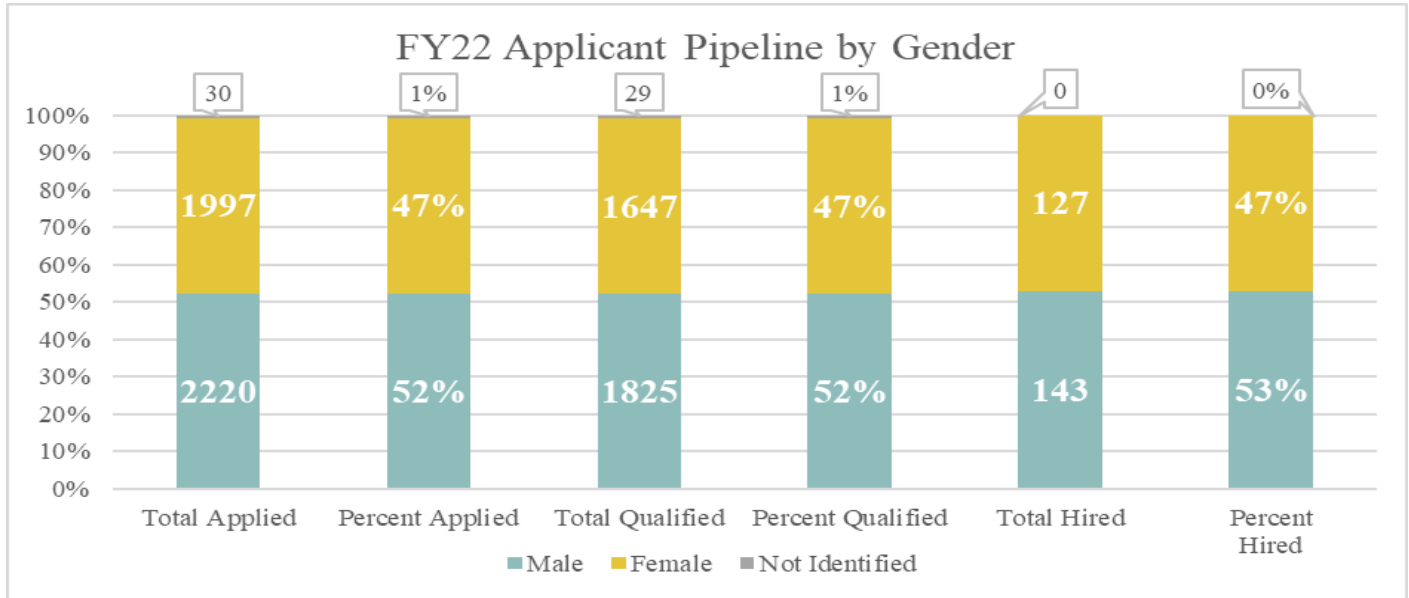
## DEPARTMENT OF CORRECTION (DOC)

### FY 2022/FY 2023 EEO REPORT AND ACTION PLAN

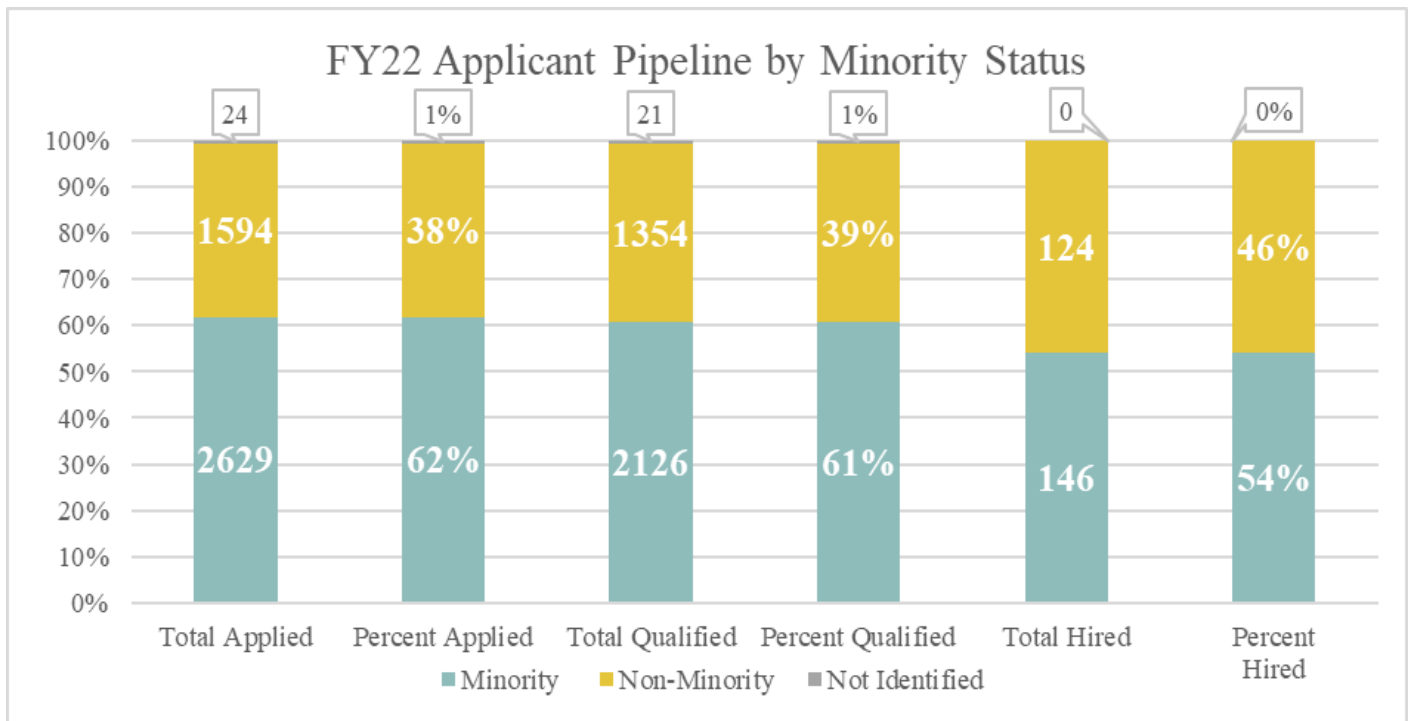
#### Applicant Pipeline

In FY22, 4,247 people applied online to DOC jobs, a 12% decrease from FY21 in which 4,853 applied. This includes applicants for all jobs posted in the Delaware Employment Link (JobAps) Recruitment System including Casual/Seasonal Recruitments.

**Figure 22**



**Figure 23**



**Figures 22 and 23** illustrate the total applicants who applied to State of Delaware jobs on the state's primary hiring platform, The Delaware Employment Link at [statejobs.delaware.gov](https://statejobs.delaware.gov), by minority vs. non-minority and gender. Further illustrated are the total applicants who were found qualified and hired, also by minority vs. non-minority and gender.

*Figures 22 and 23 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**Recruitment and Hiring Times**

**Table 24**

Fiscal Year	Average Time-to-Fill (days)	Average Time-to-Hire (days)
FY21	97	67
FY22	90	38
Change FY21 vs FY22	-7	-29

**Table 25**

Fiscal Year	Average Time Req-to-Open (days)	Average Time Closing Date-to-Referral (days)
FY21	3	3
FY22	4	2
Change FY21 vs FY22	1	-1

**Table 24** illustrates the average time in calendar days it takes to hire for vacant jobs and *measures the hiring manager's effectiveness in making hires.*

- Time-to-Fill is measured by the number of calendar days from recruitment posting to a conditional offer for hire. The current metric is 40 calendar days.
- Time-to-Hire is measured by the number of calendar days from the time the referral list of qualified candidates is created for the hiring manager until a conditional offer for hire. The current metric is 15 calendar days.

**Table 25** illustrates the average time in calendar days it takes to post recruitments for vacant jobs and *measures HR's effectiveness in processing recruitments.*

- Average Time from Request-to-Open is measured by the number of calendar days it takes HR from the time they receive a request to fill a vacant position until they get the recruitment posted. The current metric is 2 calendar days.
- Average Time Closing Date-to-Referral is measured by the number of calendar days from the time recruitment closes until a referral list of qualified candidates is created for the hiring manager. The current metric is 5 calendar days.

*Tables 24 and 25 data were obtained from the Delaware Employment Link (JobAps) recruitment system as of 06/30/2022.*

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**SECTION IV: PLAN OF ACTION - FUTURE STEPS TO IMPLEMENT IN FY23 (JULY 1, 2022 – JUNE 30, 2023)**

**STRATEGIC PRIORITY (SP-1)**

**Workplace Environment, Climate, and Culture**

Foster an equitable and inclusive environment that recognizes the value of diversity among all employees working on-site and remotely\*.

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-1 Goal 1	The DOC will collaborate with the SRFTA to identify key areas that are causing a decrease in graduation rates, as this continues to cause a strain on DOC's current workforce.	Increase CEIT Graduation Rates while in SRFTA.	DOC Human Resources and SRFTA.	Survey Monkey	FY23-FY24
SP-1 Goal 2	Work with DHR to collaborate on potential motivating incentives for recruitment and the retention of DOC employees.	The DOC in conjunction with DHR will continue to explore feasible options aimed at attracting new talent.	DOC /DHR Human Resources and DOC Recruitment Teams	Collaboration Committee consisting of forward, solutions-based team members.	FY23-FY24

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**STRATEGIC PRIORITY (SP-2)**

**Management and Supervisory Effectiveness**

Increase management and supervisory capacity to lead, engage and motivate a diverse and inclusive workforce to yield rigorous workforce outcomes and attainment of the state's mission, vision, and value proposition.\*

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-2 Goal 1	The DOC will continue to create and provide meaningful training opportunities to engage and motivate a diverse workforce.	Results can be measured by tracking the attendance rates of supervisory training courses that are offered. In addition, encouraging DOC leadership members to approve staff's ability to attend training when opportunities arise.	SRFTA and the DOC4Inclusion Coalition.	University of Delaware potential grant funds and internally qualified staff members.	FY23-FY24
SP-2 Goal 2	To Increase tracking efforts aimed to ensure supervisor accountability regarding performance plans/evaluations.	The tracking system will enable HR to monitor the Departments in which additional training/ guidance is needed. The end goal is to ensure that employee performance evaluations are being completed annually.	DOC Human Resources	Microsoft Excel and, trained Excel End Users.	FY23-FY24
SP-2 Goal 3	The DOC will collaborate with DHR's Diversity and Inclusion Department to identify gaps in DOC's retention, recruitment, and workforce underrepresentation.	Review the path forward recommendations provided by DHR's Diversity and Inclusion Department and continue measuring improvements while striving to implement change in current DOC practices where feasible.	DOC Recruitment, DOC/DHR Human Resources, and DOC Leadership Teams	DOC staff members who actively display a collaborative and team approach to this work.	FY23-FY24



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**STRATEGIC PRIORITY (SP-3)**

**Professional Development, Education, and Awareness**

Enhance and provide professional, personal, and leadership development programs to advance the success of all employees across the life cycle of their career with a key focus on equitable enrollment and participation in professional development, engagement, education, and training opportunities\*.

*\* At least one objective under this Strategic Priority should describe how the agency plans to address gaps in retention, recruitment, and workforce underrepresentation via collaboration with DHR.*

<b>Strategic Priority</b>	<b>Objective</b>	<b>Measures of Success/Key Results</b>	<b>Responsible Group</b>	<b>Resources</b>	<b>Target Date to Launch</b>
SP-3 Goal 1	Continue recruitment and promotion of under-represented demographics.	As previously stated, the DOC will continue to improve the numbers of under-represented classifications by requiring Hiring Managers to interview all qualified candidates for classifications that are under-represented in race and/or gender.	DOC HR and Recruitment Teams	Trained Managers and Supervisors	FY23
SP-3 Goal 2	Continue retention efforts of quality Officers through professional development and growth within the Department.	The DOC will measure the effectiveness by tracking employee participation in training opportunities via the Delaware Learning Center and SRFTA. Adjustments to the curriculum will be made based on employee feedback.	DOC4Inclusion Coalition, Human Resources, SRFTA, and Leadership Teams.	DOC Team members who actively display a collaborative and team approach to this work.	FY23
SP-3 Goal 3	The DOC in collaboration with DHR will continue to generate opportunities aimed to increase employee engagement.	Engagement participation will be tracked by employee attendance rates.	DOC4Inclusion Coalition and DOC Human Resources	DOC staff members who actively display a collaborative and team approach to this work.	FY23